

The Federal Diary

By
Mike
Causey

Graduate Study: Eighty-eight federal workers have been picked for a year of graduate study in public management for the 1971-72 school year. They will go to Cornell, Harvard, Indiana, Princeton, Stanford, or the Universities of Southern California, Virginia or Washington. Local winners include:

Bertrand Baylin, HEW;

Gene E. Broadax, HUD; Lyle J. Foster, Army; Avram E. Guroff, Agriculture; David F. Baker, Defense Supply; Jane E. Fullarton and Tetsuo Okada, HEW; Dale L. Peterson, CIA; A. Richard Peyer, Defense; David L. Richard, Transportation and Jerome L. Duncan, DSA.

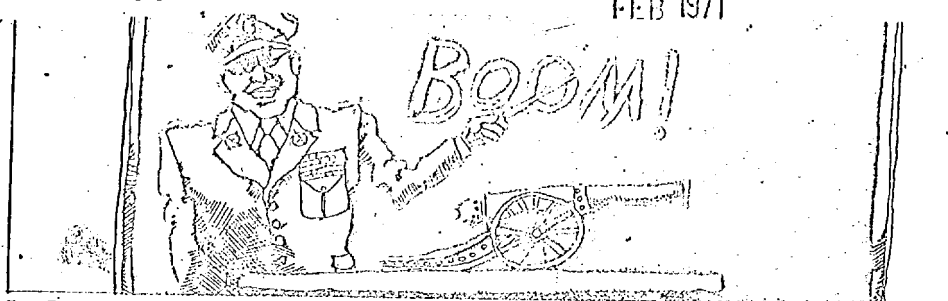
Ralph W. Glorioso, HEW; Ronald Marcinkoski, Commerce; Jack S. Nance, HEW; Bernard P. Barnsten, Post Office; Paul Ehrhardt, HEW; Robert S. Kenison, HUD, and Bobby Layton, CIA.

Herbert S. Bennett, Commerce; Barbara Jean Cooper, CIA; Regina Espenshade, HUD; Patricia Goodrich, VA; Charles E. Herbert,

HEW; Bruce K. Johnson, Treasury; John J. Larkins, Army; Neil R. Linsenmayer, CIA; Dean Thomas Smith, Agriculture; Bruce T. Barkley, Transportation; Gwendolyn M. Driggins, DSA; Jerome B. Friedman, HUD; Ronald C. Mims, Federal Home Loan Board; William A. Quinlan, Rose Robinson and Vincent G. Stoneman, HEW.

Charles A. Bucy, Agriculture; Eugene P. Dagg, Treasury; Martin A. Miller, Air Force; William L. Morandini, Treasury; Theodore Brown, USIA; David A. Evans, Treasury; Lillian B. Faison, Army; Albert J. Marmo, Transportation; Darlene R. Whorley, VA, and C. Evan Wride, Treasury.

FEB 1971



How the War College Polishes Our Brass

By Julius Duschka

WHEN I GOT IN THE CAB and asked to be taken to the National War College, the driver gave me a funny look, as if I wanted to go to Fort Knox. After I reminded him that the college was down in Southwest at Fort McNair, he nodded and grunted, "Yeah, I remember now."

You seem to be in another world as you leave the modern concrete and glass of Southwest and pass by the brick sentry house and the iron grillwork at the entrance to old Fort McNair, an Army post since 1794 and a highly strategic piece of land because of its commanding down-river view of the Potomac. You go past General's Row where fine old Army-style Colonial houses line the riverbank. And there it is, at the end of the old parade ground, not far from the site of the trial and hanging of Mary Surratt and three other conspirators in the assassination of Abraham Lincoln. There is a sense of majesty about the sixty-year-old War College building with its graceful dome and white stone columns setting off the intricacies of its brickwork.

As we pulled up in front of the building, my cab driver leaned across the front seat and read out loud the words chiseled in stone above the entrance: "National War College." He turned to me, shook his head, and said: "All they do is study war in there, huh?"

The name is a problem. The War Department has long since been renamed the Department of the Army. Generals and Defense secretaries have developed all sorts of obfuscating phrases to describe war and warlike actions. But the War College is still stuck with that awful name.

But the National War College is not Bismarck or Clausewitz mit nuclear weapons—although a statue of Frederick the Great once stood at its entrance. Rather, its major purpose is to open a window on the world for highly parochial military officers and civilians who are likely to become leaders of the

military establishment.

It's a tall order. The men who come through the college each year are in their late thirties and early forties. They are products of a cold-war education. It's always been Us versus Them, and no one needs a scorecard to identify the players.

Every August a class of 140 men arrives at the college. Three-fourths are military officers, generally Army and Air Force colonels and Navy captains. The other fourth is civilian—Foreign Service Officer 2's and 3's from the State Department and GS-15's from the CIA and other agencies.

To the military a year at the War College is what a Nieman Fellowship at Harvard is to journalists or a Sloan Fellowship at Harvard or Stanford to middle-level executives. It is recognition, a rung up, an eye-catcher on a resume.

For ten months the War College students listen to some 150 off-the-record lectures from people ranging all the way from the President and the Cabinet to bombs-away Air Force generals and cold-war theorists expert in the mysteries of Mao. After hearing a lecture each morning the student body breaks up into small discussion groups supervised by the heavily military-oriented faculty of about forty men.

The faculty members also oversee political-military simulations (What would you do if the Russians seized the Dardanelles?) and research papers (American Policy in Southeast Asia During the 1980's).

The student's year is divided into twelve parts, each constituting a course such as National Power in the Modern World, Military Strategy, Problems of Modernization, and Internal Defense. There is nothing in the curriculum about building bigger bombs, but as one would expect in a college directly responsible to the Joint Chiefs of Staff everything addressed to the feasibility of military solutions to the

world's problems.

In the last few years, apparently feeling that the military's most relevant role may not be in Europe or the Middle East or Southeast Asia, the War College has revised its curriculum to include considerable emphasis on the New Left and other potential threats to our internal security. I came away from the War College with the uneasy feeling that the officers there see a military solution to the inconvenience caused by dissent in our society.

The National War College was set up by the Joint Chiefs in 1946 to fill the need "for comprehensive education in the formulation and implementation of national security policies and strategies of a highly select group of senior officers from each of the military services and civilian government agencies." Dwight Eisenhower, James Forrestal, George Marshall, and Hap Arnold have all been credited with starting the college, which was modeled after the British Imperial Defence College and was housed in what had been the headquarters of the Army War College. The Army, Navy, and Air Force still have their own War Colleges, but these rival institutions are more concerned with nuts-and-bolts military operations and none looks at grand strategic concepts the way the National War College does.

The commandant of the War College is always a military man, currently Air Force Lt. Gen. John B. McPherson. He has two deputies, Rear Admiral Percival W. Jackson and J. Wesley Jones, a former ambassador to Peru and Libya. For the military, command jobs at the War College are almost always terminal posts before retirement. The State Department deputy is usually a man on his way up. George F. Kennan was the first State Department deputy commandant, and he describes the beginnings of the college in his *Memoirs: 1925-1950*:

"The War College . . . focused on the interrelationship of military and non-military means in the promulgation of national policy. It was a course, in short, on strategic-military doctrine. . . . Not only were we all new to this subject, personally and institutionally, but we had, as we turned to it, virtually nothing in the way of an established or traditional American doctrine which we could take as a point of departure for our thinking and teaching. It was a mark of the weakness of all previous American thinking about international affairs that there was almost nothing in American political literature of the past one hundred years on the subject of the relationship of war to politics. American thinking about foreign policy had addressed to the problems of peace, and had taken place largely within the frameworks of